

Parks, Recreation and Neighborhood Services

ANNUAL REPORT 2009

Strategies for Sustainability



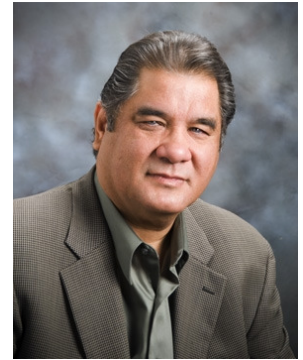
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Message from the Director

I am pleased to present the new 2009 Annual Report for the Parks, Recreation and Neighborhood Services (PRNS) Department that is our means to highlight for the City Council and the residents of San José our successes and accomplishments using valuable taxpayer dollars.

Throughout this past year, PRNS continued to offer a variety of programs and services that served the needs and interests of the City's diverse populations. PRNS prioritized our core services such as maintaining our parks and community centers, and we supplemented that core with both recreational and community-serving programs such as fee classes, sports, therapeutic services, senior nutrition, youth intervention programs and Family Camp.



Highlights of PRNS' successes and accomplishments include the following:

- About 450 different fee classes attracted over 40,000 registrants.*
- Volunteers provided over 500,000 hours of service.*
- Over 100 tattoos were removed for ex-gang affiliates.*
- Staff and volunteers combined to remove over 450,000 square feet of graffiti.*
- San José now has 53 miles of trails.*

As the largest non-public safety department in the City of San José, PRNS recognizes the importance of creating our own future of financial sustainability by minimizing our dependence on the General Fund. For the 2009-10 budget process, PRNS recommended, and the City Council approved, the Pricing and Revenue Policy (Council Policy 1-21) that allows greater flexibility and responsiveness in setting PRNS' pricing and creates opportunities for new and additional revenues while continuing to value affordability, accessibility and community engagement.

In part, this Annual Report updates the City Council and our residents on PRNS' progress with regard to cost-recovery rates, pricing and revenues, including these successes from the past year:

- Projected 2009-10 revenues will exceed 2008-09 revenues by 17% or \$1.5 million.*
- Proposed 2010-11 revenues will exceed 2009-10 revenues by 27%, or \$2.6 million.*
- Staff reviewed 150 of its 500 revenue line items for appropriate pricing and alignment with Council-approved cost-recovery goals.*
- Over 800 scholarships were distributed, valued at almost \$150,000.*
- PRNS continues to support the incubation of three non-profit organizations dedicated to raising funds for PRNS programs and services: San José Parks Foundation, Guadalupe River Park Conservancy and Happy Hollow Foundation*

I hope the PRNS Annual Report generates for readers the same enthusiasm I have for PRNS programs and services to the City of San José. I hope this report conveys our sense of accountability for using public funds for responsibly, minimizing our dependence on the General Fund for the benefit of other City services and ensuring that our programs and services remain accessible and affordable to all San José residents.

*Albert Balagso, Director
Parks, Recreation and Neighborhood Services*



Parks, Recreation and Neighborhood Services Greenprint

Vision	Mission
National leader of Parks and Recreation in cultivating healthy communities through quality programs and dynamic public spaces	To build healthy communities through people, parks and programs

Guiding Principles						
Accessibility	Inclusivity	Affordability	Equity	Diversity	Sustainability	Flexibility

Goals
Provide environmentally and financially sustainable recreation programs and infrastructure assets
Provide environmentally responsible recreation facilities
Provide accessible recreation opportunities that are responsive to the community's health and wellness
Partner with the community to promote environmental stewardship and volunteerism
Improve community image and livability by providing quality recreation facilities and programs
Provide nationally recognized parks, trails, open space, recreation amenities and programs to meet the community's growing needs

Strategies	
Environmental Sustainability	Quality Services
Economic Development	Civic Engagement
Financial Sustainability	Productive Partnerships

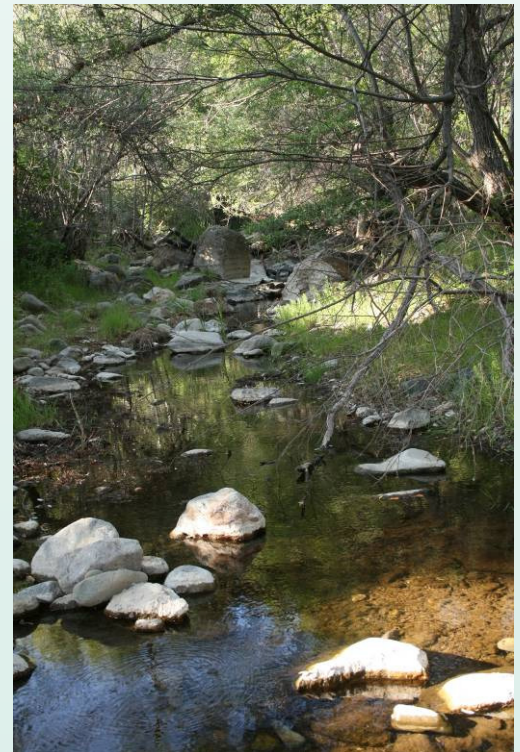
PRNS as a Provider of Quality Services

The programs and services provided by PRNS are available to the million plus residents of San José as well as to visitors and non-residents from the surrounding areas. We provide open, green spaces that enhance the city landscape and a wide variety of programs and services to promote healthy and well-balanced lifestyles. Recreational and leisure classes were attended by almost 21,000 youth and adults, and our parks are well used by casual visitors and sports enthusiasts alike. We have a wide variety of park settings, from landscaped greens to natural areas such as Alum Rock Park. Some parks are steeped in history and reflective of our City's fascinating times over the years, remembrances of past generations. Others have soccer and softball fields, with Jump Houses popping up on weekends. Community Centers truly are the centers of our local communities, providing a place to meet, socialize, connect, celebrate, learn, exercise, or just relax.

Parks and protected open spaces are vital to the quality of life that fuels the economic health of the city. We conserve land for people to enjoy as parks, gardens and other natural places, ensuring livable communities for generations to come. Our innovative renewal and creation of parks provide social, ecological and economic benefits to residents and visitors. Of note is the San José Trail Network, which continues to expand, adding four sections in 2009 totaling 1.1 miles. We realized an overall increase of 9.6% in usage of the trails, with a 23.7% increase just for the Guadalupe River Trail, currently averaging over 1,000 users daily. Also important to the users of our trail network, a survey found that 99.7% of trail users feel safe on trails.

A lot happened in 2009! Active people took full advantage of our facilities and programs:

85%	Of San José households visited a San José park or outdoor recreation facility (per survey)
38%	Of SJ households are frequent users of a San José park or outdoor recreation facility
66	Weddings: 59 Municipal Rose Gardens, 4 Overfelt Gardens, 3 Japanese Friendship Garden
over 250,000	Meals served to seniors through the Senior Nutrition Program
237,500	Visited Raging Waters
42,550	Visited Japanese Friendship Gardens
26,519	Visited Lake Cunningham Skate Park
4,021	Went swimming at Almaden Lake
5,750	Visited Family Camp
over 1,000	Walk or bike on Guadalupe River Trail every day
70%	Of SJ households used a San José trail or walkway
7,749	Youth attended Summer Camp
17,633	Youth attended the After School Programs
450	Different types of classes provided to the public
6,598	Class sessions offered at different locations
17,581	Youth attended 1 or more recreation classes
3,075	Adults attended 1 or more recreation classes
40,100	Attendees to all classes offered
824	Received scholarships to assist with class fees
374	Adult Teams in 60 Adult Sports Leagues
215	Adult Softball Teams in 32 leagues
451,064	Square feet of graffiti cleaned and painted over
over 500,000	Hours of Volunteer service
1,700	The First Tee Youth Golf Program Participants
over 100	Tattoos removed from ex-gang affiliates



Alum Rock Park

Economic Development

Providing attractive and accessible recreation facilities and programs enhances the City of San José's economy and its ability to improve the community's health and wellness and strengthen neighborhoods.

Parks and Facilities

The inventory of parks and facilities for San José residents is truly impressive. Spread throughout the City, each district enjoys a wide variety of recreational opportunities, including **3,470** acres of parkland, with 2,004 developed acres.

- 1 Happy Hollow Park & Zoo**
- 9 Regional Parks**
- 179 Neighborhood Parks**
- 9 Dog Parks**
- 3 Golf Courses**
- 24 Trails/Bikeways (53 miles)**
- 250 Playgrounds**
- 6 Skate Parks**
- 1 BMX Park**
- 1 Roller Hockey Rink**
- 6 Swimming Pools**
- 1 Open Water Swim Lake**
- 27 Water Features for Children**
- 15 Exercise and Par Courses**
- 20 Community Gardens**
- 55 Community Centers, including:**
 - **10 Hubs**
 - **13 Satellite Centers**
 - **15 Neighborhood Centers**
 - **17 Reuse Sites**
- 42 Softball / Baseball Fields**
- 50 Soccer Fields**
- 75 Tennis Courts at 22 locations**
- 38 Basketball Courts**
- 19 Basketball Half Courts**
- 7 Handball Courts**
- 9 Parks with Volleyball Courts**
- 8 Horseshoe Pits**
- 11 Bocce Ball Courts**
- 1 Municipal Firing Range**

Programs and Services

PRNS provides a wide range of programming, services and facilities to address the needs of the full continuum of those living and working in San José, including children, youth, adults, seniors and those with disabilities.

- Adapted Sports**
- Adopt-A-Park / Adopt-A-Trail**
- Adult Sports**
- After School Program**
- Anti-Graffiti & Litter Program**
- Aquatics**
- Christmas in the Park**
- Early Childhood Recreation**
- Gang & Youth Intervention**
- Healthy Neighborhoods**
- Holiday Parade**
- Recreation / Leisure Classes**
- Scholarships / Financial Support**
- School / City Collaborative**
- Special Events and Permits**
- Sports Facility Reservations / Leagues**
- Senior Programs**
- Services for Persons with Disabilities**
- Therapeutic Services**
- Youth Programs**
- Youth Sports**

Projects Completed in 2009

The following capital projects were completed in 2009:

- Mayfair Community Center opened January 2009 (Community Center, Pool, Spray Park, Skate Park)
- Hitachi Park, 17 acres consisting of Charlotte Commons, RAMAC, and Raleigh Linear Green (April 2009)
- Gran Paradiso Park (aka McKay Lundy Park) completed March 2009
- Coyote Creek Trail: Tully Road to Los Lagos Golf Course (July 2009), Bay Area Ridge Trail Alignment
- Additional 1.1 miles of trail was added by November 2009, completing 53 miles of trailway (Albertson Parkway, Penitencia Creek Trail, Los Gatos Creek Trail, Guadalupe Creek Trail)

Productive Partnerships

PRNS has strong partnerships with over 300 organizations, including neighborhood associations, schools, non-profit and community-based organizations, instructors, companies, and public agencies. Several non-profit foundations work directly for the benefit of PRNS programs:

- **San José Parks Foundation**
- **Happy Hollow Park and Zoo Foundation**
- **Guadalupe River Park Conservancy**
- **Prusch Farm Park Foundation**
- **Friends of Rose Garden**



Organized Volunteer Efforts

Adopt a Park/Trail
Alum Rock
Anti-Graffiti & Litter
Christmas in the Park
Citywide Sports
Clean Slate Volunteer Work
Community Services Division
Emma Prusch
Family Camp
Friends of Rose Garden
Guadalupe River Park Conservancy
Holiday Parade
One Day Volunteer Events
Overfelt Gardens
Retired Senior Volunteer Program
Roosevelt Center and Skate Park
Trail Count 2009

Volunteers

We value the partnership with our volunteers, who are critical to the success we have accomplished in providing such a wide variety of excellent facilities and services to the public. We enjoy a diversity of volunteers, from people simply wanting to make a difference to those forming a full organization to provide ongoing dedicated service to our Parks, Community Centers and Programs.

Volunteers have provided over **500,000 hours of volunteer service in 2009** to PRNS programs. Substantial hours were donated to Christmas in the Park and the Holiday Parade, which helps to make these events possible each year. In the extremely successful effort to clean up graffiti and litter in the City, volunteers cleaned and painted over 451,064 square feet of graffiti and picked up 3,583 bags of garbage, almost 40,000 pounds of garbage!



Volunteers

Commissions, Committees and Task Force in Support of PRNS

The following serve as advisory groups and provide recommendations to the City Council and PRNS:

Parks and Recreation Commission: Advises the City Council, City Manager and other department heads regarding existing and/or proposed parks, recreation, and community services, facilities and programs.
<http://www.sanjoseca.gov/prns/sjcommissions/parks/>

Senior Citizens Commission: Makes recommendations to the City Council on matters affecting elderly people in the City, including health, education, employment, housing, transportation and recreation.
<http://www.sanjoseca.gov/prns/sjcommissions/seniors/>

Youth Commission: Makes policy recommendations to the City Council and PRNS, and supports the development of youth by maintaining a Youth Advisory Council (YAC) in each district, representing the districts' diverse youth and advising the City Council on youth-related issues.
<http://www.sanjoseca.gov/prns/youthcommission/>

Mayor's Gang Prevention Task Force: Combats the anti-social influences that youth receive from gangs through leveraging a variety of available "pro-social" community resources and through strong partnership between PRNS and 23 community-based agencies funded by San José BEST. Truancy intervention, outpatient substance abuse services, domestic violence services and gang awareness trainings provide a safety net for our youth and opportunities for personal transformation. These programs are critical to the future of many of our youth and include three internal PRNS programs:

- Clean Slate Tattoo Removal Program
- S.T.A.N.D. Program: Striving Toward Achievement with a New Direction Program
- Safe School Campus Initiative

<http://www.sanjoseca.gov/prns/mgptf/>

Healthy Neighborhood Leadership Committee: Promotes the well-being of the San José community through the Healthy Neighborhoods Strategic Work Plan. Makes recommendations to the City Council for the disbursement of Healthy Neighborhoods Venture Fund (HNVF) grants, funded by the Tobacco Master Settlement Agreement, historically providing \$9 to \$11 million annually from the tobacco companies.
<http://www.sanjoseca.gov/prns/grants/hnvf/hnvf.asp>

Parks Bond Citizen Oversight Committee: As a Committee of the Parks and Recreation Commission, ensures the San José Safe Neighborhood Parks and Recreation Bond (Measure P), for acquiring property and constructing improvements to parks and recreation facilities throughout the City, is carried out per the ballot measure requirements.
<http://www.sanjoseca.gov/prns/sjcommissions/pbcoc>



Striving Towards Financial Sustainability: Pricing and Revenue Strategies

In the face of decreasing budgets and fiscal constraints, PRNS is working diligently to ensure that our Parks, Community Centers, Programs and Services are maintained for the benefit of the residents of San José. To minimize further program reductions, attention is focused on creating a financially sustainable approach to provide recreational services while still ensuring affordable access to the programs and services. PRNS implemented the Pricing and Revenue Policy, approved by City Council on June 16, 2009, and has been working with the community to develop new methods of ongoing financial support.

One obvious method is to increase revenues from fees and charges, based on established cost recovery goals and market rates. Substantial analysis was completed to ensure that appropriate rates are determined, in compliance with policy guidelines, and communicated to the users. Higher participation and usage has a direct correlation with increasing revenue, and targeted promotions to market programs, services and facilities are expected to result in substantial increases in revenue. Seeking new revenue from previously untapped sources furthers the department's ability to maintain service levels in the uncertain budget environment. As such, we are working closely with our partners to develop new revenue streams and explore a wide variety of revenue producing options.

Pricing and Revenue Guiding Principles

The PRNS Pricing and Revenue Guiding Principles provide a methodical process to plan, evaluate, and implement the pricing strategies that will establish financial sustainability for the department's programs and services.

Pricing and Revenue Guiding Principles

1. **Identify the level of benefit a customer receives**
2. **Calculate cost of service**
3. **Determine cost recovery goals**
4. **Ensure affordable access**
5. **Create revenue strategies**



PRNS set goals and targets in support of the guiding principles, organized project teams, and provided training for the department. The project teams are charged with determining cost of service, setting appropriate prices, expanding the scholarship programs, increasing created income, developing business plans for large or new community centers and programs, increasing partnerships, ensuring adequate community outreach, and developing a Revenue School to provide PRNS staff with the tools to plan and meet revenue and cost recovery targets.

Pricing and Revenue Accomplishments in 2009

- 1) **Categorizing Level of Benefit:** Each program has been evaluated and categorized by the level of community/public or individual/private benefit a user receives in order to maximize the appropriate distribution of available resources:

Public Services: Provide all users the same level of benefit, accessed by the widest cross section of the population

Merit Services: Provide both a community and individual benefit

Private Services: Provide an individual benefit with minimal to no community benefit

- 2) **Cost of Service:** Cost of service data is collected to determine actual cost per unit of specific services, including both direct and indirect costs. Direct costs are exclusively attributed to a program or service and can include salaries for staff directly providing the service, supplies and materials. Indirect costs are attributed to more than one program and can include supervisor salaries, maintenance, utilities, leases, equipment replacement, and technology. The project team determined the appropriate methodology and collected and assessed the program data to identify cost of service for 16 programs and direct expenses are being identified for another 6 programs.

- 3) **Cost Recovery Goals:** The five-year department-wide cost recovery goal is 40% and specific targets have been set for each program. The targets for cost recovery goals, as the percentage of the overall program budget to be recovered, have been set in alignment with public, merit and private service categories and communicated to staff. Each program has been assessed. Some programs will never be cost recovery (such as open parks), some will attain 100% cost recovery, and a few programs (such as parking) will operate on a small profit to offset some of the other programs. The chart below projects the full year for 2009/10, to take into account the busy spring and early summer programs which finish out the fiscal year.

Department-Wide Cost Recovery Rates

	2007/08	2008/09	2009/10	Budgeted 2010/11
Revenue (Fees, Charges, Leases)	14.7%	12.3%	16.0%	23.0%
Total Revenue/Funding (Revenue and GF, HNVF, Grants)	33.3%	33.0%	30.9%	27.7%

Revenue includes all revenue collected by the department: fees and charges, leases, golf program, Emma Prusch and Raging Waters. **Total Revenue/Funding** also includes funding received from the General Fund, HNVF and grants. Previous report of 10.8% cost recovery for 2008/09 was based on budgeted, rather than actual dollars, for fees and charges only. The fluctuation in direct revenue reflects the closure of Happy Hollow Park and Zoo from 7/8/08 to 3/20/10. Animal Services was transferred out of PRNS after 2007/08, with minimal impact on total cost recovery percentages. The decrease in Total Revenue/Funding in 2010/11 reflects the decrease in budgeted allocation from the General Fund.

Progress has been made towards reaching cost recovery goals and continues to improve with focused efforts. Further actions include pricing adjustments, cost reductions, and increased marketing efforts to raise public awareness of the different opportunities available through our programs and services. Marketing is a key factor, as increasing participation will result in additional revenue and higher cost recovery rates.



- 4) **Implemented Pricing Changes:** To meet our goal of increasing revenue by \$1.2 million between 2008-09 and 2009-10, the pricing structure of all services and facilities was evaluated for cost recovery and comparison to current market rates. Appropriate price changes were implemented, and the department began to realize an increase in revenue by the end of 2009 from the following programs:

- After-School Programs at 12 Level 2 school based sites
- Fees for weddings held at the Municipal Rose Garden
- Adult Sports Leagues
- Rental and Reservations
- Leisure classes and activities fees
- Almaden Lake Open Water Recreational Swim Program
- Family Camp
- High use and competitive sports field reservations



Almaden Lake

Plans for Further Pricing Adjustments:

Several project teams have been tasked with revising the pricing structure and seeking alternative methods of increasing revenue. Our goal to increase revenues by at least \$1.2 million required substantial changes in both pricing and participation rates. Pricing adjustments have been made to 150 fees/charges out of 515 line items, and we are tracking to an **increase of over \$1.5 million** in FY 2009/10 and by \$2.6 million in 2010/11. Studying the issues involved, it is clear that increasing the participation level in current programs will have a substantial impact on revenue, necessitating a stronger focus on marketing opportunities going forward.

Forecasted revenue increases for 2010 are based on the reopening of Happy Hollow Park and Zoo, recreation class increases, rise in class enrollment following expanded marketing and promotional efforts, rental price increases and higher booking rates, and new efforts to expand created income potential. HHPZ will provide gross revenue of at least **\$1.6 million** between its re-opening March 20 and June 30, 2010, with annualized revenue of **\$5.6 million**. The following Fee increases to be implemented in spring will provide an additional net increase in revenue of over **\$360,000**.

- **Incremental Pricing Increases:**
 - Aquatics Program by 10%
 - Adult Sport League Fees by 3.5%
 - Outdoor Park Lighting for Sports Fields by 25%
 - Classes/Activities taught by PRNS staff by 5%
 - Air Jumper Permit Fees by 50%
 - Picnic Reservations by 10%
- **Differential Pricing:**
 - Summer Camps
 - Picnic Reservations, new Reservable sites
 - Japanese Friendship Gardens (ceremonies)
 - Fitness Centers
 - Sports Fields: Snack Shack, Chemical Toilet
- **Event Permits: Allow more booths per event**
- **Community Centers Teen membership card**
- **Community Centers Senior activity card**
- **Advertising Space in Citywide Activity Guide**



All programs and fees are being evaluated and other prices are expected to change during the next year. Fees are evaluated against market rates as well as cost recovery goals, determining appropriate pricing. Community outreach will get input from program users and help advertise the programs to increase participation. The specific programs being evaluated are:

- facility rentals
- fitness centers
- picnic reservations
- options for wedding sites
- classes/activities
- events
 - aquatics
 - after school programs
 - family camp
 - sports fields
 - tennis courts
 - summer camp programs
 - parking

Danny the Dragon, Happy Hollow Park & Zoo

- 5) **Created Revenue:** PRNS is developing additional revenue strategies to offset the General Fund subsidy for recreation programs and services, to include created income, foundations, partnerships and differential pricing methods. A project team is exploring ways of generating new revenue through a wide variety of options, as well as obtaining financial support from other organizations and individuals in previously unexplored and untapped areas, such as corporate sponsorships and naming rights.
- **The Parks Foundation** received 501(c) (3) status and initiated fundraising efforts. Coordination of efforts between the Parks Foundation, Guadalupe River Park Conservancy, and the Happy Hollow Park and Zoo Foundation will maximize benefits from each without any loss due to overlap of efforts.
 - Our cultivation of **new partnerships and coordination of efforts between existing partners** will enhance the benefits from current partnerships to assist in maintaining or expanding service levels. This includes organizations such as the Metropolitan Adult Education Program, neighborhood associations, public agencies and numerous community-based organizations.
 - PRNS is seeking additional and a wider variety of **naming rights** and **sponsorships** in support of programs, services and facilities. From rooms in community centers to picnic tables to scholarship programs, all possibilities are under evaluation for increased benefit to the department.
 - A variety of **differential pricing options** for programs, services and facilities is under evaluation to maximize facility usage and increase customer options. Differential pricing may include pricing by weekday/weekend or holiday rates, price by amenity, user groups (non-profit, etc.), trade for services, or early registration, providing additional flexibility and alternatives to customers while still working towards cost recovery goals.



Grants:

PRNS received over \$538,000 in grants in 2009 for the Summer Safe Initiative, Federal Earmark and San José BEST. PRNS has been included in a \$2.2 million grant for Chronic Disease and Injury Prevention for 2010 and are in the application process for six other grants totaling \$381,500. PRNS has been awarded two capital grants for \$6,830,000 and have applied for eight capital grants totaling \$7,515,366 as well as Proposition 84 grants totaling \$55,000,000.

Grants Program			
INITIATIVE		SOURCE	REVENUE
Operating Grants Received in 2009			
Grants Used	Safe Summer Initiative	Santa Clara County District Attorney's Office	\$ 100,000
	STAND: Federal Earmark	Department of Justice	\$ 125,000
	San Jose BEST program	Bureau of Justice Assistance	\$ 131,630
	San Jose BEST program	Office of Juvenile Justice and Delinquency	\$ 156,498
	Healthy Aging Initiative	Health Trust	\$ 25,000
Total Grants Utilized in 2009:			\$ 538,128
Operating Grants for 2010 and Beyond			
Applied - Pending Decision	Chronic Disease and Injury Prevention - Communities Putting Prevention To Work	American Recovery and Reinvestment Act / Center for Disease Control / SCC Public Health Dept	\$ 2,200,000
	Learning Together School Readiness Initiative	First Five	\$ 275,000
	Fun Walk & Run / Healthy Eating, Cooking	Kaiser San Jose Foundation	\$ 30,000
	Healthy Living Workshops for Adults, Diabetes Camp for Children/Teens	Kaiser San Jose Foundation	\$ 30,000
	Age-Well Services to Seniors	Silicon Valley Health Corp (Americorp Grant)	\$ 16,000
	Partnership - Strategic Alliance (Classes)	Metropolitan Adult Education Program	\$ 5,100
	Applied for or in Negotiations for 2010 and Beyond:		\$ 2,556,100
Possible	Offender Re-entry Program	Dept of Health and Human Services - Substance Abuse and Mental Health Services Administration	\$ 400,000
	Considering to Apply For:		\$ 400,000
Total Possible Operating Grants for 2010 and Beyond			\$ 2,956,100
Capital Grants for 2010 and Beyond			
Award	Trail: Tasman Undercrossing - Guadalupe River	CALTRANS	660,000
	Awarded for 2010 and Beyond:		\$ 660,000
Applied, Pending Decision	GRPG Pathways, Native Plants & Signage	The Resources Agency	2,500,000
	Guadalupe Gardens and Community Gardens Phase II Improvements	Bureau of Reclamation's Water Reclamation and Reuse Program (South Bay Water Recycling)	391,000
	Newhall Park Operations	Union Pacific	60,000
	Upper Penitencia Creek Fish Barrier & Retain Wall	National Oceanographic & Atmospheric Admin	764,866
	Trail: Guadalupe Creek (Almaden - Meridian)	The Resources Agency	900,000
	Trail: Coyote Creek (Hwy 280 to Story)	The Resources Agency	1,825,000
	Trail: Highway 237 Bikeway	The Resources Agency	350,000
	Trail: Coyote Creek Reach 3 - Hwy 237/Tasman	CALTRANS	724,500
	Applied for or in Negotiations for 2010 and Beyond:		\$ 7,515,366
Total Possible Capital Grants for 2010 and Beyond			\$ 8,175,366
Proposition 84 Grants for 2010 and Beyond			
Possible	21 Projects: Land Acquisition, New Park Const, Park & Trail Improvements, Ball Field Renovations	California State Department of Parks and Recreation	55,000,000
	In Application Process for 2010 and Beyond:		\$ 55,000,000
Total Possible Proposition 84 Capital Grants for 2010 and Beyond			\$ 55,000,000
Seven additional grants were denied, at a total value of \$5.3 million (primarily for trail improvements)			

6) **Ensuring Affordable Access:**

The Scholarship Program was developed to ensure affordable access to recreational activities to San José residents. There are a variety of different scholarships available and the program was enhanced this year with an additional Scholarship fund allocated from 3% of all fee activities revenue and provided to qualifying individuals on a 50% rate up to \$100 per year. The program was launched through the Citywide Activity Guide and notifications at the Community Centers, with targeted marketing in support of the scholarship programs in time for spring enrollments.



Summer Camp

In 2009 scholarships were provided to 824 individuals at a total value of \$148,920. Additional localized scholarships have been provided for specific programs or populations.

- The **Safe Summer Initiative** provided 308 youth with four- to six-week scholarships to summer camp for the total amount of \$125,000. The average scholarship was \$405.
- The **Citywide Aquatics Scholarship Program** provided 509 individuals with scholarships at a value of \$21,400, averaging \$42 per individual. Half this cost was funded by partner contributions from County Supervisor George Shirakawa and Santa Clara Family Health Plan.
- The **R.O.C.K. After-School Program** provided scholarships to youth covering \$2 of the \$7 daily fee. Seven children received scholarships for the fall season totaling \$2,520.
- The new **Youth City Scholarship Program** provides scholarships to youth of \$100 per year, with a minimum of 50% payment per class or activity. Additional funding sources are sought to provide a wider financial base and expand the program to all qualifying residents.

The **Scholarship Project Team** is reviewing current coverage of all programs and services by the existing scholarship funds and evaluating the need for expansion and enhancement of available scholarships. Redesigning the program and funding structure to coordinate scholarships with user need and providing a simple application and tracking process will provide broader coverage and help ensure affordable access to all. Seeking additional funding sources, such as corporate sponsorships, is critical to the ongoing support provided by the PRNS scholarship program to our lower income residents.



After School Program



Summer Camp



Computer Classes

- 7) **Building Employee Capacity with a Revenue School:** PRNS hosted a Revenue School in January 2010 to provide essential knowledge for employees in support of the pricing and revenue initiatives. Providing this training made it possible to train over 40 PRNS employees, rather than sending a few each year to the existing Revenue School which is held out of state at a high cost. Registration fees paid by the 60 attendees from other agencies enabled us to recover much of the school costs. The Revenue School was a substantial success, receiving high ratings from the 102 attendees.

Civic Engagement

As expressed by the City Council, community engagement and outreach is critical to the success of the pricing and revenue initiatives. By involving the community in the planning process, we can better meet their needs, address their concerns, and get their support for pricing and program changes. Communication strategies include: focus groups, community meetings, electronic updates, fliers, mailings, surveys, website announcements, and the Citywide Activity Guide.

Each Pricing and Revenue Project Team has included community outreach as a milestone in their workplan and will ensure that adequate communication with residents and program participants is tailored to the specific issues and followed through with an adequate outreach campaign. A number of issues were handled through community outreach in 2009, including:

- **Focus groups** were held with a broad representation of Seniors, Aquatics, Gang, After School, School, and Large Contributors.
- **Fifteen community meetings** to discuss sports fields: plans to adjust pricing to meet cost recovery goals, and be more comparable with other local venues.
- PRNS staff held **Stakeholder meetings** on the PRNS Pricing and Revenue Plan.
- **New prices of all recreation programs** were published in the Citywide Activity Guide and posted on the department website.
- The **After-School Program** had extensive outreach: meetings with school principals, notifications to parents, informational letters sent with “back to school” notices, booths during first week of school and back-to-school nights, and open houses at the centers.

Additional outreach is planned for upcoming changes and improvements. Meetings, surveys, organized focus groups, neighborhood outreach, and personal contact will collect input and feedback from the users on their needs and preferences. **Outreach on facility rental options** is planned to get feedback from community groups.

Groups included in **targeted community outreach**:

- ▶ **Healthy Neighborhood Leadership Commission**
- ▶ **Mayor’s Gang Prevention Task Force**
- ▶ **Senior Commission**
- ▶ **Youth Commission**
- ▶ **Neighborhood Associations**
- ▶ **Non-Profit Organizations**
- ▶ **Community Groups**
- ▶ **Clubs and Social Organizations**
- ▶ **Special Interest Groups**



Lake Cunningham Regional Skate Park

Environmental Sustainability: More than our grass is green!

One of the key strategies in the PRNS Greenprint is the goal of environmental sustainability. This will be achieved by providing environmentally responsible facilities and infrastructure and by promoting environmental stewardship and volunteerism within the community. The guiding strategy is to design, build, maintain and operate recreation facilities that will last for many years, preserve the environment and encourage a healthier community. Substantial advancement has been attained in several areas:

- **Green Buildings:** The US Green Building Counsel (USGBC) rates projects as Certified, Silver, Gold, or Platinum and four community centers have received excellent Leadership in Energy and Environmental Design (LEED) ratings:
 - Roosevelt Community Center -- Gold
 - Starbird Community Center -- Silver
 - Camden Community Center -- Silver
 - Mayfair Community Center -- Silver

The community centers meet the City's green goal through a variety of design and construction features:

- oriented to take full advantage of solar patterns
- deeply recessed windows provide day lighting to reduce artificial lighting and shading in warm months
- tower operable louvers pulls hot air out of the building windows allow for cross-ventilation
- low-emitting and recycled materials used throughout
- FSC-certified lumber, ultra-low flush metered fixtures/ sinks
- onsite water retention zones reduce rain run-off
- drought tolerant plants irrigation systems with rain sensors
- diverting up to 90% of construction waste from landfills

Mayfair Community Center



Three community centers completing construction in 2010 are targeting LEED Silver and the newly renovated Happy Hollow Park & Zoo, which re-opened in March 2010, will be the first amusement park in the United States to receive LEED certification.



Guadalupe River Trail

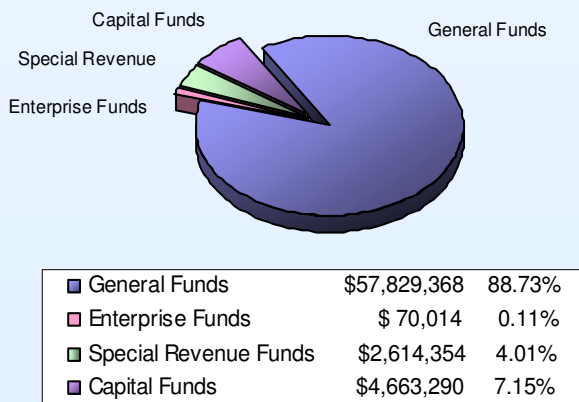
- **Trails as Transportation:** Our mission is to be recognized as the national leader in trail development for recreation and commuting with the benefit of enhancing, strengthening and connecting neighborhoods. With 24 trails totaling over 53 miles, we have made substantial progress on our vision of building a network of thirty-two interconnected trail systems providing 100 miles of recreational venues and fully integrated into the larger transportation system. The 2009 Trail Count reported that 53% of trail users commuted or ran errands on the trails, and round trips of ten miles or more have doubled over the last year.
- **Turf Conversion Project:** Replacing turf with drought tolerant landscaping will reduce the operating and maintenance costs of City green-spaces and reduce the City's demand on water resources in on-going drought conditions. PRNS scoped converting 37 acres over 300 sites in a multi-year plan that will save approximately 29 million gallons of water per year, promoting both fiscal and environmental sustainability.
- **Green Vehicles:** Through a pro-active partnership with General Services, PRNS supports the City's Green Vision goal of utilizing alternative fuel technology. Working together, we are successfully shifting to green vehicles, lowering our carbon footprint and reducing energy consumption. Our diesel fleet now uses B20 biodiesel blend and small vehicles used within the parks are being replaced with electric carts.

PRNS 2009-2010 Adopted Budget

Primarily supported by the General Fund, as 89% of the department budget, PRNS also receives Capital Funds, Special Revenue Funds and Enterprise Funds.

The Pricing and Revenue Strategies are focused on increasing revenues to provide a financially sustainable future that is less reliant upon the General Fund for maintenance of programs and services provided to the residents of San José.

Many changes will take time to realize the full benefits, and both short- and long-term impacts are taken into consideration for all changes. These changes are critical as increasing revenue and meeting cost recovery goals will lessen reliance on the General Fund, as will new sources of revenue.



Dollars by Core Service

Community Strengthening	3,625,589
Life Enjoyment	37,997,632
Neighborhood Livability	16,101,097
Strategic Support	7,452,708
Total	\$65,177,026

Dollars by Category

Salaries/Benefits	47,505,854
Overtime	313,101
Subtotal Personal Services	47,818,955
Non-Personal/Equipment	17,358,071
Total	\$65,177,026

Dollars by Fund

General Fund	57,829,368
Airport Maint	70,014
Comm Dev Block Grant	16,831
Healthy Neighborhoods	2,308,148
Housing Trust	5,179
Integrated Waste	63,283
Low/Mod Income	2,589
Storm Sewer	189,841
Transient Occupancy	11,652
Workforce Investment	14,242
Capital Funds	4,663,290
Total	\$65,177,026

Authorized Positions

707.61

Total Dollars Under Management

PRNS Operations	65,177,026
HNVF	18,327,606
BEST	5,358,000
Citywide Programs	4,653,648
Muni Golf	3,052,699
Gift Trust	813,245
CIP Construction	998,000
CIP Non Construction	11,368,000
CIP Reserves	91,599,497
CIP Ending Balance	18,927,231
TOTAL	\$220,274,952



Municipal Rose Garden

Next steps:

Addressing the Challenges Ahead Through Self Sustainability

The 2010-11 budget will bring a number of changes to PRNS' resources and to the programs and services we offer. We will continue to prioritize our core services, AND we will continue to be innovative in revenue generation so that we can best preserve the value that we offer residents.

In this next year, through the budget process, PRNS has already committed to increasing our revenues by \$2.6 million, or 26%, above 2009-10 revenues of \$9.8 million. We will continue to update the pricing for PRNS' 500 revenue line items to ensure maximum, reasonable revenues. And we will invest heavily in targeted marketing because we believe most of our future revenue increases will come from increased participation, not from higher prices.

The vision of the Parks, Recreation and Neighborhood Services department is to be a "national leader of Parks and Recreation in cultivating healthy communities through quality programs and dynamic public spaces." Self sustainability is a key strategy to ensure that access to recreation facilities and programs continue to be an accessible service for the residents San José, even in these challenging fiscal times. We look forward to partnering with the community to address the challenges ahead.

HAPPY HOLLOW PARK & ZOO



Making memories for generations to come . . .